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DA 89-0605
13 April 1989

MEMORANDUM FOR: DA Office Directors

25X1   FROM: Chief
                 DA/Management Staff

         SUBJECT: 18-19 April 1989 Quarterly Conference

         1. The following background materials are attached for our 18-19 April
25X1 quarterly conference

              °   <u>Attachment 1</u> - Agenda

              °   <u>Attachment 2</u> - Human Resource Management Task Force Report
                           Highlights

              °   <u>Attachment 3</u> - Corporate Data Task Force Report -- Executive
                           Summary & Proposed Action Plan

         2. Your representatives on the Corporate Data Task Force have the entire
      task force report and are available to brief you. You might also want to
      touch base with your representatives on the Human Resource Management and
      Minority Task Forces.

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         Attachs: A/S

         cc: DDA
              ADDA
              EXA (2 cys)
              Corporate Data Members

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NOTE FOR: Corporate Data Members

25X1   FROM:

DA/Management Staff

SUBJECT: Corporate Data Task Force Action Plan

Attached is the final version of the Corporate Data Task Force

Action Plan. As you will note from Dianne's covering memo, the Office

Directors have been provided a copy.

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Attach: A/S

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ACTION PLAN FOR MANAGEMENT DATA CAPABILITIES PROGRAM

OBJECTIVE: To establish a process for consolidating administrative
information in a limited number of automated databases so that the data can be
easily accessed as needed across Agency directorates and that automated
applications for that data can be developed independently and quickly.

ACTION	RESPONSIBLE OFFICER	DEADLINE
I. ESTABLISH A STRUCTURE TO ADMINISTER THE PROCESS		
1. Declare that administrative data is owned by the Agency and should be managed by the DDA as a shared resource. (See Task Force Report for importance/implications of this action)	DDA	19 May 89
2. Name a Management Data Administrator to establish a Program Office with a staff of 3 officers and 1 secretary. (Job responsibilities, Administrator profile and estimated resource requirements at Tab A)	DDA	19 May 89
3. Establish office space, telephones, and terminals for Program Office.	DDA	16 Jun 89
4. Solicit nominees for a Management Data Program Review Board from each DA office and each directorate. (Responsibilities at Tab B)	DDA	26 May 89
5. Define and place in operation configuration control procedures for Management Data Capabilities Program.	Mgt Dta Adm	1 Jul 89
II. VALIDATE CURRENT ACTIVITIES AND DEFINE REQUIREMENTS		
1. Revalidate/assess current activities, including data to be considered in Program, projects in progress/planned/needed, implicit priorities, immediate actions needed. (Questions to be answered at Tab C)	Mgt Dta Adm	1 Aug 89
2. Determine contractor support for configuration management and global data model on which to base structure of subject databases.	Mgt Dta Adm	1 Sep 89
3. Define continuing communications efforts to get people talking, sharing, thinking about solving problems relating to management data.	Mgt Dta Adm	1 Jul 89
4. Present results and management plan to DDA.	Mgt Dta Adm	1 Sep 89

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III. PERFORM BASIC RESEARCH FOR A MANAGEMENT DATA SYSTEM

   1. Construct a database on data as a result of
       surveying/analyzing data use and structure/
       ADP systems/requirements.   Mgt Dta Adm   1 Mar 90

   2. Evaluate Infodyne's suggested set of subject
       databases and map our current and planned systems
       against the recommended set.   Mgt Dta Adm   1 Mar 90

   3. Analyze the costs of doing business now (GIMS,
       Delta Datas, duplication, inability to meet
       other directorates' requirements) to help
       justify budget initiative or solicitation of
       funds from other organizations.   Mgt Dta Adm   1 Jun 90

IV. PUBLISH/COORDINATE VISION FOR MANAGEMENT DATA SYSTEM

   1. Construct matrix of subject databases, types
       of data in each database; correlate with
       functions.   Mgt Dta Adm   1 Apr 90

   2. Propose process for managing development and
       budgeting of subject databases. (Suggested
       development process at Tab D)   Mgt Dta Adm   1 Apr 90

   3. Identify education requirements for managers
       and users in new methods of systems development,
       for data processing personnel in database use
       and design for project leaders in project
       management.   Mgt Dta Adm   1 Apr 90

   4. Coordinate with Program Board, DDA, DA
       office directors; inform ISB, other task
       forces, systems and data planners.   Mgt Dta Adm   1 May 90

V. USE PERSONNEL DATA AS A TEST PROJECT   TBD   TBD

VI. PUBLISH STRATEGIC PLAN FOR DEVELOPING MANAGEMENT
    DATA CAPABILITIES   Mgt Dta Adm   1 Sept 90

MANAGEMENT DATA ADMINISTRATOR

o   RESPONSIBILITIES

--   Establish a process to meet customer (administrative officers and managers and employees across the Agency) needs for more and better administrative information.

--   Speak for the DDA in monitoring, mediating, and controlling the use and configuration of administrative data in automated applications. Establish data policies and standards, establish guidance for system development with a data focus for approval by Management Data Program Board.

--   Plan, coordinate, and set direction for the future to migrate away from fragmented and redundant data in older administrative applications and obsolete technology as products become available.

o   PROFILE (qualities in priority order based on discussions with OIT consultants on successful efforts in private industry)

--   Strong political/organizational skills

oo   Must reconcile potentially competing requirements by admininistrative offices. Find, surface, build consensus.

oo   Must understand user needs (DA and other directorates) and how distributed processing is expanding those needs.

oo   Must balance competing forces to analyze the situation and to take action.

--   Technical understanding of DA data, administrative applications, automated systems, data processing issues.

oo   Must mediate effectively user/technician disagreements ranging from data elements to systems plans.

oo   Must know what is possible to do with the data and how the systems fit together.

--   An abstract thinker with the vision to anticipate tomorrow's problems.

oo   Must consider the data independently from the application, even though the data can only be understood in the context of how it is used.

oo   Must recognize that the process is iterative, imperfect and that the endstate is a moving target that must be reevaluated regularly.

ONGOING RESPONSIBILITIES OF MANAGEMENT DATA CAPABILITIES PROGRAM OFFICE

o   Update, continue to clarify, enforce, and mediate disputes over
    policies, standards, and configuration of administrative data.

o   Monitor ongoing development of subject databases and applications and
    of administrative tools and products.

o   Work with OIT to establish guidelines for system development
    methodology based on experience with test case.

o   Maintain database on data and assess integration issues to direct
    development of systems with low level of dependence on other systems.

o   Review and update the plan for building the subject databases, taking
    into consideration Agency ADP and telecommunications plans, changes in
    how we do business, requirements in the field, trends in industry and
    technology.

o   Provide forums for sharing information and solving problems regarding
    administrative applications and data.

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RESOURCE REQUIREMENTS FOR MANAGEMENT DATA CAPABILITIES PROGRAM

o   PERSONNEL -- 4 officers and 1 secretary

  -- Management Data Administrator

  -- Three Management Data Analysts

       oo   Generalist with strong knowledge of Agency and writing skills

       oo   Administrative data and procedures (preferably personnel) specialist

       oo   ADP systems specialist

  -- One secretary

  -- Working group participation from DA offices and other directorates

o   SPACE

  -- Office of Logistics standard requirement for 5-person office plus working space for 2-3 contractors, coop, or other help, and small meeting area.

  -- No requirement for Headquarters space, but preferential parking for frequent visits.

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o   FUNDS FOR CONTRACTOR SUPPORT (TBD--$200K for 1989/1990)

  -- Configuration management.

  -- Database modeling.

  -- Consultants/speakers on information resource management, relational database building and products.

o   EQUIPMENT/SPECIAL NEEDS

  -- Secure/nonsecure telephones.

  -- 5 PCs for access to mainframe services/building local databases.

  -- Wang Alliance, workstations, printer from Personnel Task Force?

  -- 1 Delta Data for research on GIMS-based data.

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RESPONSIBILITIES OF MANAGEMENT DATA PROGRAM REVIEW BOARD

o   Coordinate and approve standards, policies, and priorities proposed by
    the Management Data Capabilities Program Office.

o   Share plans and information on office and directorate activities and
    requirements for management information, with special emphasis on
    looking beyond today.

o   Provide guidance to subject database project teams, special projects,
    or issues related to management data.

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TAB C

QUESTIONS TO BE ANSWERED BY INITIAL REVALIDATION/ASSESSMENT

o   What specific types of data are defined as "management data?"

o   List of projects in progress/planned/needed to automate/improve/change
     how the data is held or used, including:

     -- Importance of data (essential, important, less important)

     -- Does the project meet requirements of information management to
         reduce data redundancy and be an evolutionary step toward the
         subject databases of the future?

     -- What is the age of application and how much money/effort is
         expended to continue the way we are doing it now?

     -- What are the plans for updating the application?

     -- Are there easy or high profile alterations that can be made to
         show progress in making managers/employees jobs easier?

     -- What are the problems of tomorrow?

o   What are the priorities implicit in current activities?

o   What policies or standards can be articulated right now?

o   What changes are needed in how we are doing business right now?

o   What longterm data policy issues should we be tracking?

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PROCESS FOR DEVELOPING MANAGEMENT DATABASES

o   Once the structure of databases has been approved, the DDA assigns the responsibility and authority for developing a particular database to an office director, ie. D/OP for the Personnel database.

o   The office director is responsible for the project, including forming the project team with resources from relevant components and for coordinating project requirements with interested offices and directorates.

o   The Management Data Administrator is responsible for defining the standards, structure, and interface controls for the data. The Administrator will not tell offices how to use the data to solve their problems.

o   The project team will hold periodic project management reviews with the relevant office directors, Management Data Administrator, and the Management Data Policy Board.

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CORPORATE DATA TASK FORCE BRIEFING OUTLINE

I. What is "Corporate Data?"

    A. OIT Program
    B. Past Effor
    C. Task Force differs, but builds on the program

II. Where We Are Today

    A. List from task force report
    B. No plan, no strategy, no global model
    C. "If you don't know where you're going, what difference does it make
        which path you take?" Cheshire Cat, Alice in Wonderland

III. Task Force Recommendations

    A. Declare data as resource; structure series of subject databases
        (instant tutorial)
    B. Establish administrator w/ staff attached to DDA to study data,
        establish policies and standards, guide development, plan.
    C. Establish board to oversee, approve, share
    D. Use Personnel project as test case
    E. Adopt additional goals of providing more and better administrative
        data as needed by users throughout the Agency and developing more
        flexible systems to adapt to changes in how that administrative data
        is used or required.
    F. For this to work, must keep in mind related concerns about security,
        training, adopting new technology, providing services worldwide, using
        commercial tools when appropriate, maintaining a healthy
        ADP/telecommunications network.
    G. Kill the term "corporate data."

IV. Response to draft from other directorates

    A. Conclusions and recommendations are sound
    B. Administrative data is an Agency concern, but a DA problem
    C. We want your information, but not necessarily your applications
    D. Personnel data is key to this effort
    E. We want to be involved/consulted in your planning/execution
    F. Access to and requirements for administrative data should be integral
        to all component and directorate strategic plans.
    G. We are irked about DA dependence on GIMS and the way ELECTAS and Form
        73 force us into continuing old ways of doing things.
    H. Get the lead out.

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V. How does the task force tie in with other groups?

    A. AWG --   looked at hardware/software, not data. But admin data fits
                in well with concept of distributed processing

        Administrative data probably will be on mainframe (cannot sacrifice
        quick service for theories of shared data; DA must control the data).

        Make data available for local applications; acknowledge user
        revolution in which users want to use more, don't want predelivered
        structure.

        Cannot directly update; would lose control; should do as transaction
        that is checked then entered by responsible component. Importance of
        electronic forms.
    B. EPSG -- records management issues/electronic forms
    C. SPG -- Future plans will depend on Harry's vision
                How many admin officers will be in the field?
    D. ISB --   Guru to centralize planning for systems.
    E. It is the DA's responsibility to posture ourselves for the future.

VI. Action plan

VII.Costs of not doing this?

VIII.What are the biggest obstacles to moving ahead?

    A. Lack of a fulltime administrator.
    B. GIMS/Delta Datas
    C. No strategy for assessing/adopting new technology

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